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MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Presidential Management Initiatives

REFERENCES : (a) Multiple Adse memo fr D/OMB dtd 27 Jul 76,
same subj.
(b) Informal memo for DD/Pers-P&C fr C/MAS/DDA
dtd 16 Aug 76, same subj.

Following are the Office of Personnel comments requested by the Office of the Comptroller on specific parts of Sections 1 and 5 of referent (a).

1. PMI Section 1, Part F

"Review current staffing patterns and structures to identify unnecessary position layering and excessive organizational subdivision."

Comment: Internal Agency regulations [REDACTED] establish policy on organization and manpower controls and charges each Deputy Director, the Director of Personnel, the Comptroller, and others with responsibilities for identifying unnecessary position layering and excessive organizational subdivision. On a continuing basis, inspection and survey bodies such as the Position Management and Compensation Division and the Inspector General's Staff conduct reviews of organizational structures and make recommendations accordingly.

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"Develop a plan to consolidate subunits with similar and related functions."

Comment: The Agency's Position Management and Compensation Division, through its survey and review processes, which cover all Agency elements, makes recommendations in the areas of duplication

of efforts. These activities will be reviewed to develop a more comprehensive plan for the consolidation of subunits with similar or related functions.

"Establish guidelines which will be reviewed by OMB for 'assistant to' positions, including number per policy official and grade level. Procedures should be established to ensure at least Agency deputy level review of proposals to create new subdivisions and 'assistant to' positions."

Comment: The Agency's Position Management and Compensation Division currently applies general criteria in assessing the need for "assistant to," "deputy," and "special assistant" positions. These criteria will be reviewed and additional guidelines will be established as required.

2. PMI Section 5, Part D

"Agencies should, by August 23, begin a year-long program of evaluation of employee programs in order to identify priority ways to improving overall work force quality. These evaluations will cover the quality of recruitment, the employee performance evaluation process, career advancement, managerial incentives, and training programs."

Comment: The Agency is currently involved in a multifaceted effort to evaluate personnel management practices and employee program effectiveness. In accordance with guidelines promulgated by the Civil Service Commission, the Agency is striving to improve the quality of its workforce by examining its selection procedures in particular and its personnel programs in general. An employee survey is now in process as one of the preliminary steps toward identifying any possible problem areas in Agency personnel management methods, procedures, and the implementation thereof. In the planning stage is a specific review of Agency recruitment processes to assure the continued input of high quality employees while verifying our selection standards.

3. PMI Section 5, Part E

"Agencies should, by September 3, begin a year-long program for the careful, **systematic** reexamination of internal position management and classification systems called for in the President's May 27 memorandum, in accordance with CSC instructions issued 2 July 1976."

Comment: During the past two years, major studies have been conducted to examine the Agency's internal position management and classification systems. The results of the most recent study, conducted by the Agency's Inspector General during the period October 1975 - March 1976, are currently under review by the Deputy Director, CIA.

4. PMI Section 5, Part H

"Agencies should evaluate their current internal systems for administering personnel ceilings to look for better ways of ensuring compliance with those ceilings and provide flexibility for intra-Agency ceiling reallocation. A report of this evaluation should be submitted to OMB by September 21."

Comment: Internal Agency regulations [REDACTED] currently provide for a collaborative effort between the Director of Personnel and the Agency Comptroller in the review of proposals for significant organizational and manpower ceiling changes and the submission of recommendations to the Director for his approval. This system will be reviewed to seek improvements in implementing the Agency's manpower control program.

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[REDACTED]
F. W. M. Janney

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